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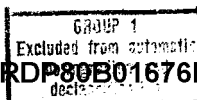
## ORGANIZATION

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### Deputy Director (Research)

1. The mission of the Deputy Director (Research) is to conduct in depth the necessary research in the scientific and technical fields to support advanced operations. The Deputy Director (Research) will carry out those operations strictly in the scientific and technical fields. The Deputy Director (Research) will turn over to the Deputy Director (Plans) those developments reaching the operational stage which are strictly in support of human operations.
2. The Deputy Director (Research) is given primary responsibility for Agency ELINT activities subject to policy guidance from the Agency SIGINT Officer. Effective 1 July 1962, the functions and personnel of the present ELINT and Special Projects Division of the Office of Scientific Intelligence, DD/L, are transferred to the Deputy Director (Research) and retitled the Office of ELINT. It is contemplated that the responsibilities of other Agency components for ELINT matters will be transferred in the near future to the Deputy Director (Research).
3. Effective 29 June 1962, the Development Projects Division (DPD) of the Deputy Director (Plans) is disestablished. Its special projects activities, together with their supporting staffs and personnel, are redesignated the Office of Special Activities (OSA) and assigned to the Deputy Director (Research). The functions associated with the [ ] together with certain supporting staff elements, remain under the control of the Deputy Director (Plans). [ ] is designated Assistant Director for Special Activities (AD/SA). Mr. James A. Cunningham, Jr., is designated Deputy Assistant Director for Special Activities (DAD/SA).
4. In order to provide the Deputy Director (Research) with the necessary support for the accomplishment of his mission, Agency components are requested to provide substantive operational and personnel support in accordance with their capabilities.
5. The Deputy Director (Research) is authorized to establish a Scientific and Technical Career Service.

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6. The Deputy Director (Research) will be kept appropriately advised of all research and development engaged in by any Agency component.

Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

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A CAREER SERVICE FOR  
SCIENTIFIC AND TECHNICAL PERSONNEL

It is proposed that there be established under the Deputy Director (Research) a Career Service designed for the most effective possible management of the scientific and technical personnel essential to the S&T activities of the Agency. These scientific and technical activities involve a wide variety of intelligence as well as scientific disciplines; thus scientists are needed for analytical work, for research and development, for S&T case officers, and for field engineering. Furthermore, the Agency is in strong competition for these people with other Government organizations as well as industry and the academic world. Any S&T Career Service should be designed to take these factors into account and achieve an optimum solution.

The DD/R Career Service would have these primary objectives on behalf of the entire Agency:

- a. Recruitment - In conjunction with the Office of Personnel, the initiation of immediate steps to acquire the most urgently required skills and talents utilizing if and where necessary special salary provisions available within Government regulations and practices, and on a longer range basis develop contacts, sources and techniques designed to supply talents as required on a continuing basis.
- b. Training - Develop in collaboration with the Office of Training, a program designed for the most efficient and expeditious preparation of newly recruited personnel to function in their new intelligence assignments. Further, to update, strengthen, and in some instances redirect the knowledges and skills of experienced on-board S&T personnel.
- c. Placement - The placement and utilization of S&T personnel must recognize that similar or identical substantive

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knowledge may be required in a variety of different assignments requiring different personal aptitudes and considerations distinct from the substantive aspects of the employee's knowledge. For example, different individuals with the same substantive training are needed (1) to engage in or direct R&D, (2) for applied engineering, and (3) for intelligence research where highly developed scientific expertise is necessary but utilized indirectly. Some positions involve industrial liaison and contract monitoring while others are sedentary involving little travel or contact with hardware; still others require PCS assignment away from Headquarters at domestic or overseas stations. It is essential, therefore, that the broadest possible base be developed against which getting "the right man in the right job" can have a realistic chance of success. This can best be done by bringing the maximum number of S&T positions under a common Career Service.

d. Career Management - A vital element in this context is the retention and effective utilization of on-duty scientific and technical personnel. Some elements vital to this objective have already been touched upon in the preceding paragraphs. In addition to the elements of selection, training and placement there must of necessity be developed a system that will encourage the career interest of qualified, effective personnel. Advancement (promotion) will be in competition with other similarly qualified technical personnel and continued attention given to the objective of getting the best man for each position as is the case in initial placement. Success in this endeavor will be proportional to the range and variety of positions under the control of the head of the Service. Training and development of personnel to the maximum extent possible will be kept consistent with the organization's needs and the aptitudes and abilities of the personnel. While it is essential that individual assignments be changed from time to time to develop multiple skills or comply with established tour practices, it would not be envisioned that arbitrary changes and reassignments would be made purely for the sake of change.

The above stated objectives while undoubtedly consistent with all Career Services are particularly critical in the S&T field because of

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the urgency of the need for and the shortage of available qualified personnel. Such a program, pursued in close collaboration with each element of the Agency utilizing technical personnel, should lead to more effective recruitment practices and more efficient selection and placement of candidates and, finally, the prime objective, higher quality of job done.

Past experience has demonstrated that the different procedures and requirements of the various Career Services have too frequently resulted in the loss of desirable candidates to the Agency due to the lack of an effective system for timely consideration by the various offices requiring similar qualifications. Similarly, less than the most suitable assignment available has resulted in misfits, inefficiency and disaffection. In still other instances, personnel have been lost to the organization because advancement was no longer probable or possible in his parent Service even though opportunity may have existed in some other Service of the Agency where his particular talents were in short supply. It is not anticipated that complete resolution of all of these problems can be achieved through any management process. It is realistically expected, however, that significant and important progress can be made by closer integration of the personnel and management of S&T activities.

Under the present proposed mission of the DD/R, a Career Service aimed at the above stated objectives will be developed to the extent that the scope of this mission permits. It is further proposed that in other elements of the Agency where small numbers of S&T personnel are employed, such personnel, subject to agreement with the appropriate operating officials, may be members of the DD/R Service and such positions continue to be manned by the DD/R in a manner similar to that in which various support staffs within the Agency are currently manned by the DD/S. This concept by both logic and experience appears to be valid where a given operating unit draws a relatively small percentage of its manpower needs from a large specialized service.

A further look into the specifics, however, indicates a very limited practical aspect of this concept as would apply to the DD/R. While exact figures are not available, the following Agency elements have small groups of S&T specialists ranging in numbers from approximately

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Office of Security - Mechanical and electrical engineers primarily for the purposes of audio sweep and other physical security.

Office of Logistics - Limited number of engineers, primarily architectural and construction.

Automatic Data Processing Staff - Specialists in mathematics, logic, electronics and psychology.

NPIC - Various specialists in automation, optics, photogrammetry and earth sciences.

Office of Operations, DD/I - Various specialists primarily in the physical sciences in FDD, OOC and

25X

Clandestine Services - S&T case officers and the Scientific Intelligence Group/FI - varied specialties.

Miscellaneous - Such other components as the Office of Personnel, Office of Training, IG, OCI and ONE have had or desire to have an occasional individual of scientific competence.

X1 An examination of these scattered activities would indicate that most of them could not effectively be served by having positions manned with DD/R personnel due to the relatively limited scope of DD/R activities. For example, Clandestine Services' S&T case officers and  personnel need not only operational training and experience but would specifically profit from assignments in such substantive offices as OSI. Similarly, S&T personnel in OO, the Automatic Data Processing Staff and most of the offices listed under Miscellaneous above would have less profitable relationships with the DD/R than with such other large scientific components as OSI, TSD and COMMO. Such engineers as those required by the Office of Security may, however, profitably be members of the DD/R Career Service.

On the other hand, such offices as OSI, TSD and Communications will have Career Services consisting of as many or more S&T personnel then will the entire DD/R. For the S&T positions within those offices

to be manned by personnel belonging to the DD/R service would not be practical or desirable for them or the DD/R. In brief, it is considered that the DD/R under the present proposal will be too small in size and too limited in scope of activities to provide an effective Career Service, either for the small requirements of various offices or for those which are larger than the DD/R itself. For these reasons, a valid parallel cannot be drawn with the effective established practice of staffing various support positions throughout the Agency with specialists drawn from the DD/S. The only practical approach aiming toward the stated objectives of an S&T Career Service would appear to be development of as close cooperation as possible between the DD/R and the other major repositories of technical personnel in an effort to improve recruiting efficiencies and effect the transfer or rotation of personnel on a case by case basis between the various elements.

It cannot realistically be expected that as much of the desired objectives can be accomplished in this manner as may be in a larger more varied service. To help facilitate this concept, it is suggested that an S&T Career Council be established consisting of the Chairmen of the Career Service Boards of OSI, TSD and the Office of Communications plus the Director of Personnel or his designee. If found to be desirable, additional members could be added on an ad hoc or permanent basis as appropriate. It is further suggested that this Council be Chaired by the designee of the DD/R.

With the support of the various Deputy Directors such a body could undoubtedly make useful contributions through the development of an Agency-wide S&T personnel roster, recruitment needs more uniform and equitable, salary scales and other general management techniques. Other areas that could be studied by this group might include the total training needs, the development of a specialized training corp for junior scientists and the development of an effective rotation program for selected individuals both in the interest of the Agency and the personnel.

Attached is a redraft of a proposed Notice on DD/R. Also attached to it is DD/R's write up of what they envisage in the way of a Career Service. I have asked the DD/S to process this Notice and would like everybody's agreement by close of business on 5 July.

L. B. K.

L. B. Kirkpatrick, Executive Director 3 Jul 62

LBK/jrc

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